Interim Progress Review of Industry Canada's People Management Plan

April 21, 1999

Canada

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Executive Summary

In April 1997, IC responded to the government-wide La Relève program by developing the People Management Plan (PMP), a departmental plan of action designed to create a vibrant and flexible institution capable of meeting the needs of the future. In January 1998, the Audit and Evaluation Branch developed an Evaluation Framework for the PMP. The recommended approach for the evaluation of the PMP was to conduct an interim assessment focused on the current status of initiatives followed by a full evaluation of issues related to relevance, objectives achievement and results expectations at the end of the three-year plan.

In December 1998, a project was initiated to:

1. review the current status of the original 75 PMP initiatives based on information provided by key contacts across the Department;

2. review actions taken by the sectors in response to the Employer of Choice survey and other ongoing human resource (HR) activities; and

3. identify any barriers or challenges to the successful implementation of the PMP.

This Interim Progress Review report reflects the current status of the PMP as reported by departmental representatives during the period December 1998 and February 1999.

Summary of Findings:

1. **Interim Progress of PMP Initiatives**

   The 75 initiatives identified in the Annex C of the PMP are categorized according to the Plan's four objectives: renewal and revitalization; retention; representation; and recruitment. In the Fall of 1998, the PMC approved a further 14 projects, as well as funding to support corporate training. Of the 14 new projects, some are extensions of original PMP initiatives (eg., Men and Women Working in Partnership, University Recruitment and Development Program Review, Upward Feedback). The report identifies areas where progress appears to be on track, areas where delays have been experienced, initiatives which are no longer being pursued, initiatives which could be amalgamated, and initiatives which are government-wide as opposed to being IC specific.

The following chart highlights progress according to the PMP's objectives. (Note that not all 75 initiatives appear in this summary chart. Similar initiatives are grouped together under headings such as competency profiles, rewards and recognition, etc.).

PMP Objective	Progress on initiatives Appears to be on track:	Initiatives where delays have been experienced:	Initiatives no longer being pursued:
Renew and Retain (57 of 75 PMP initiatives)	Employee Survey Work and Family Personal Balance Corporate Training Allocation Bridging Program IC and ME **CIPO** - Succession Planning. Training, Upward Feedback, and Performance Feedback System **SITT** - Upward Feedback, Employee Council, Training, Professional Development **CRC** - Scientific Interchange Program Competition Bureau - Staff Rotations **Operations Sector** - People Oriented Management Program, Supervisory Skills HR Enhancement, 360 Degree Feedback **Measurement Canada** - Teamwork Training **Industry Sector** - Team Accountability Accords, Team Training **Comptroller** - Back to Basics	Competency Profiles on hold due to Universal Classification System Invigorated Departmental Assignment Program Rewards and Recognition (several areas reported that more work is required in this area) **HRB** - Core competencies Project	**CIPO** - Come In...Porte Ouverte **SITT** - Employee Survey **HRB** - Corporate Partnering **Industry Sector** - Committee of EX's and Corporate Issues Committee
Representation (10 of 75 PMP initiatives)	Women in EX Group Men and Women Working in Partnership Administrative Support Bridging Program **SITT** - Diversity Management, Women Engineers Initiative **CRC** - Women in Science **CIPO** - Alternative Work Arrangements		
Recruitment (8 of 75 PMP initiatives)	University Recruitment **CIPO** - Orientation S	Several areas report that recruitment initiatives face challenges related to salary levels.	

2. Factors which Facilitate Progress and Potential Barriers

An analysis of the feedback received through the interview process indicates a variety of factors which might facilitate progress (eg., observable senior level commitment, employee involvement, establishment of time-lines and key milestone targets) as well as potential barriers

(eg., adequate time for training and participation on committees, limited number of career opportunities that can be created, delays due to work on Universal Classification System) to the successful implementation of the PMP.

3. **Use of IC Employer of Choice Survey Results**

IC's Employer of Choice Employee Survey was administered in December 1997. While the use of the survey results has varied across the Department, the findings were generally perceived as being useful in identifying important human resource issues and providing the impetus for specific actions being taken at the sector level. The survey results also establish a baseline against which future progress can be measured.

4. **Noteworthy Management Practices at the Sector Level**

The report documents a number of noteworthy management practices currently being implemented within the sectors (eg., Measurement Canada's establishment of a human resources strategy with identifiable success criteria and performance indicators, the identification of "management champions" to support PMP initiatives within the Competition Bureau and the Industry Sector, and the utilization of formalized structures for ensuring employee participation and involvement in SITT, CRC, Industry Sector and the Operations Sector).

Conclusions:

As stated in the PMP Evaluation Framework, *"the success of the PMP and its credibility will depend largely on the ability of IC managers to demonstrate commitment and provide the required capacity and resources to implement identified initiatives."*

As the implementation of the PMP continues it will be critical to:

- maintain a strategic focus for the PMP by ensuring the continued relevance of PMP initiatives in terms of the Department's strategic objectives and operational requirements;
- clearly define the roles and responsibilities of the PMC and determine the appropriate level of secretariat support required;
- ensure coordination of efforts and lessons learned through appropriate performance measurement and reporting mechanisms; and

- continually update and refresh the Plan as the Department evolves over the coming years.

1.0 Introduction

1.1 Background and Purpose

Industry Canada (IC) responded to the government wide La Relève program by developing the People Management Plan (PMP), a departmental plan of action designed to create a vibrant and flexible institution capable of meeting the needs of the future. The PMP was approved in April 1997.

The PMP states that IC's performance goal for 1997-2000 is *"to* ***renew and revitalize the workforce*** *so it can continue providing the best possible service to Canadians."* This goal was to be achieved by focusing on:

- identifying and **strengthening core competencies that support IC's lines of business** through **retention** and **development** of strong knowledge-based people and the **recruitment** of new talent;
- creating an organizational culture that offers a **high energy, positive work environment** to foster creativity and support both employees' needs and corporate goals; and
- achieving a **more representative staff** to reflect its client base and business directions.

The Audit and Evaluation Branch developed an Evaluation Framework for the PMP in January 1998. The recommended approach for the evaluation of the PMP was to conduct an interim assessment focused on the current status of initiatives followed by a full evaluation of issues related to relevance, objectives achievement and results expectations at the end of the three-year plan.

This study represents the Audit and Evaluation Branch's interim progress review. The **purpose of this study** is to:

- review the current status of the original 75 PMP initiatives based on information provided by key contacts across the Department;
- review actions taken by the sectors in response to the Employer of Choice survey and other ongoing human resource (HR) activities; and
- identify any barriers or challenges to the successful implementation of the PMP.

1.2 Approach

Thirty-one interviews were conducted to discuss progress with respect to the 75 initiatives identified in Annex C of the PMP. Supporting documentation was reviewed where available. For each of the 75 PMP initiatives, the interviewees were asked to identify:

- activities undertaken to date in implementing the initiative;
- results achieved (where possible); and
- any areas of concern, barriers or challenges, which would impact the successful implementation of the PMP.

In December 1997, an employee survey was undertaken by Ekos Research Associates on behalf of IC. The purpose of the survey was to ascertain what being an employer of choice meant to IC employees and to establish a baseline against progress could be measured.

In addition to reporting on the specific initiatives identified in the PMP, interviewees were asked to identify other human resource activities being undertaken by the sectors as a result of the employee survey results or other initiatives.

1.3 Format of Report

The background, purpose and approach to the study are presented in **Section 1.0** of this report. In **Section 2.0**, the report discusses the organization of the PMP, highlights some of the key management processes which have been established, outlines new initiatives approved in the Fall of 1998, presents an analysis of implementation progress and discusses some of the factors which have facilitated or impeded progress. **Section 3.0** highlights how the Employer of Choice survey results have been used in various parts of the Department and discusses some noteworthy people management practices that are currently underway. A chart summarizing progress of the PMP initiatives, concluding remarks and recommendationsare presented in **Section 4.0**.

Appendix A presents a progress report on department-wide PMP initiatives as reported by key contacts.

Progress on the PMP initiatives for each sector is documented in Appendices B to I (Table A). Any further action taken based on the survey results or other HR activities are presented in Table B.

Appendix J presents a progress report on the PMP initiatives for Corporate and Management Services. **Appendix K** provides a list of interviewees who participated in the study.

The following acronyms are used throughout this report:

ACWI	Action Committee on Women's Issues
CIPO	Canadian Intellectual Properties Office
CB	Competition Bureau
CRC	Communications Research Centre
HRB	Human Resources Branch
IC	Industry Canada
ISP	Industry and Science Policy Sector
IS	Industry Sector
MC	Measurement Canada
OPS	Operations Sector
PMC	People Management Committee
PMP	People Management Plan
SITT	Spectrum Information Technologies and Telecommunications
UCS	Universal Classification System

2.0 Status of PMP Initiatives

2.1 Objectives and Organization of the PMP

IC's approach in preparing the PMP was to strike the right balance among initiatives aimed at supporting the four broad objectives of the plan, although it was emphasized that activity related to these objectives at any point in time would vary. The PMP noted that the focus of priorities will shift over time, but always in the context of the following four objectives:

- **renewal and revitalization** of the existing workforce through clear communication of business directions, training, development, career broadening, mobility and succession planning;
- **retention** of key staff by offering stimulating assignments and alternative work arrangements in order to maintain the necessary knowledge and expertise, along with a broad range distribution of the workforce;
- **representation** of women, francophones, aboriginals, visible minorities, persons with disabilities, and client populations recognizing that diversity makes sound business sense and can contribute significantly to understanding client needs and creatively responding to them; and
- focused **recruitment** to ensure that skills will be available to support ongoing and future operations with a highly skilled knowledge-based workforce.

The PMP noted that a critical challenge lies in fostering open communication to determine the appropriate weight given to each of the four "R's" in the strategy.

2.2 Key Management Processes established for the PMP

Since the approval of the PMP, IC has established a number of important management tools and processes to aid in the implementation of the PMP. These key tools/processes are summarized in Exhibit 1.0.

Exhibit 1.0

Milestone	Management Tools/ Processes for PMP Implementation
Spring 1997	The People Management Committee (PMC) was established to oversee the implementation of the PMP.
December 1997	IC conducted the Employer of Choice Employee Survey which established a baseline for future performance measurement activities, and identified key issues for further action.
January 1998	A comprehensive Evaluation Framework for the PMP was developed by the Audit and Evaluation Branch.
Spring 1998	The PMC created a Finance Sub-committee which developed criteria for the review of funding requests by the PMC.
Summer 1998	The PMC created a Communications Sub-committee.
Fall 1998	The PMC recommended a number of new initiatives to Senior Management for funding approval.
December 1998	The Audit and Evaluation began its Interim Progress Review of the PMP.
January 1999	A call letter went out to the Department requesting project submissions for 1999-2000 funding .

2.3 New Initiatives Approved in 1998

After a detailed review by the PMC's Finance Committee, the following initiatives were recommended to Senior Management for funding approval. The initiatives are organized according to the PMP objectives they are intended to support.

Exhibit 2.0

1998-99 People Management Plan - Costs for Approved Projects

Renewal and Retention:		
Junior Professionals Mentoring Program		$ 40,000
Senior Professionals - Needs Analysis		50,000
Redesign of IC Recognition Program		20,000
Career Management		100,000
Invigorated Assignment Program		50,000
Upward Feedback and Exit Interviews		21,600
Corporate Training:		
UCS Training		200,000
IFMS Training		350,000
Language Training		120,000
Corporate Training Activities		684,000
	Sub-total	**1,635,600**
Recruitment:		
University Recruitment		850,000
University Recruitment and Development Program Review		49,800
	Sub-total	**899,800**
Representation:		
SI Bridging Program		850,800
New Initiatives Women's Bureau		50,200
Men and Women Working in Partnership		45,000
	Sub-total	**946,000**
Other Corporate Initiative:		
Licences and Maintenance: IC-HRMS		**$350,000**

The financial expenditures approved by the PMC for 1998-99 totals **$3,831,400**.

2.4 Analysis of Progress

The following section provides an analysis of PMP progress, as reported by key contacts throughout the interview and documentation review processes conducted between December 1998 and February 1999. Specific details for each of the PMP initiatives are reported in **Appendices A to J.** The specific initiatives identified in the following sections are referenced according to the Appendix where they can be found and the number of the initiative (eg. A-1 refers to Appendix A, initiative #1).

2.4.1 Areas where progress appears to be on track

There are a number of areas where the PMP appears to be on track at both the Departmental and Sector levels. Department-wide initiatives which appear to be progressing well include:

- the **Employee Survey** was conducted as planned and results have been communicated across the Department (A-1);
- ACWI has continued to deliver and expand its **Work and Family Personal Balance** (A-2) and its **Men and Women Working in Partnership** workshops (A-59);
- HRB reports that the **Corporate Training Allocation** is proceeding according to plan (A-5);
- the Women's Bureau reports that the **Bridging Program** for CS and SI categories which began in August 1997 will launch Year 2 on February 26, 1999 (A-60);
- an initiative aimed at increasing the representation of **Women in the EX Group** (A-61) also reports success in including at least one female member on EX selection boards and in increasing the representation of females at the EX level; and
- an important initiative is currently underway to develop a new set of guidelines for **University Recruitment** (A-68) which will be in place for the 1999 Spring recruitment drive .

Some examples of progress being made at the Sector level include:

- CIPO reports that 35% of its staff are participating in its **Alternative Work Arrangements** initiative (B-63) and that its annual orientation sessions for new and existing employees have been very successful (B-70);
- CIPO (B-27) and SITT (C-19) reports that all managers with five or more staff have participated in the **Upward Feedback** initiative and have made a commitment to action;

- CRC reports that the **Scientific Interchange Program** (H-47) has proven to be a successful management practice for maintaining collaborative networks and enhancing career development opportunities. To date, CRC has had 11 official interchange agreements with various international organizations and universities;
- the Competition Bureau reports that 20 employees in the CO category participated in its third round of **staff rotation** (I-35). The Bureau hopes to include more types of positions in the next round;
- the Operations Sector reports that 60% of its supervisors have completed the **People Oriented Management Program** (E-24) and that the Sector is considering developing a second phase to the program;
- as a result of the changing roles necessitated by the new strategic direction of Measurement Canada, staff have been given teamwork training and all senior managers have received leadership training (G-34); and
- the Industry Sector reports that a process for performance management in a team environment has been developed using **team accountability accords** and quarterly reviews of progress (D-38).

2.4.2 Areas where delays have been experienced

The PMP identifies five different initiatives related to the development of **competency profiles** (A-9, J-54, E-23, B-28 and H-48). HRB, the Operations Sector and CIPO indicated that progress with respect to the development of competency profiles has been delayed due to the work involved in implementing the government-wide Universal Classification System (UCS). Two staff from CRC have been participating within the broader Science and Technology community on the development of a core competency reference document which has recently been released.

Although work is now underway, HRB reported that delays have been experienced with respect to the development of an **"Invigorated Departmental Assignment Program"** (A-4). Approval for project funds to conduct further work in this area was granted through the PMC in the Fall of 1998.

2.4.3 Initiatives which are no longer being pursued

In some instances initiatives identified in Annex C of the PMP have since been dropped. For example:

- CIPO has dropped its **"Come In . . . Porte Ouverte"** initiative due to a lack of interest (B-33);
- SITT no longer conducts its annual **Employee Survey** because of the departmental Employer of Choice survey (C-20); and
- the Industry Sector has disbanded its **Committee of EX's** which was established to oversee the change from Industry Sector's team approach (D-39). The Sector has also wound up its **Corporate Issues Committee** (D-45). It has been replaced by special HR Coordination Council of employees and managers which has been established to monitor progress on the Sector's Plan for People.

2.4.4 Initiatives which could be amalgamated

There appears to be an overlap between some of the initiatives within Annex C of the PMP in terms of activities and/or target groups. For example:

- the **Bridging Program** is covered in A-56 and A-60;
- the **Men and Women Working in Partnership** initiative is identified as a department-wide initiative (A-59) and is repeated as a initiative at the sector level for CIPO (B-62) and CRC (H-66);
- initiatives A-10 and A-58 are identical (**ACWI Promotion of Feeder Groups**); and
- Industry Sector initiatives D-38 and D-41 both deal with performance management and the use of work plan accords.

2.4.5 Initiatives which are Government-Wide

Some initiatives identified in the April 1997 PMP are actually government-wide initiatives as opposed to being IC specific. For example:

- the **Accelerated Executive Developmental Program** initiative described in A-8 actually falls within the mandate of the Leadership Network. All promotions at this level are done through COSO; and
- initiative B-71 which deals with the **recruitment of highly-qualified professionals into the SG-PAT group** is an on-going recruitment process carried out by the Public Service Commission.

2.5 Factors which Facilitate or Impede Progress

An analysis of the feedback received through the interview process indicates a variety of factors which might facilitate progress as well as potential barriers to the successful implementation of the PMP. A summary is presented as **Exhibit 3.0** below.

Exhibit 3.0

Factors which Facilitate Progress	Factors Reported as being Potential Barriers
▸ observable senior level commitment ▸ communications ▸ employee involvement ▸ identification of management champions ▸ establishment of time-lines and key milestone targets ▸ assign clear roles and responsibilities for change/action ▸ timely approval of project funds ▸ clear goals and objectives ▸ availability of baseline information on employee attitudes (eg. Survey Results)	▸ adequate time for training and participation of staff on committees ▸ gathering accurate profile information on IC employees to assess their needs ▸ delays in funding of PMP initiatives (1998-99) ▸ limited number of career opportunities that can be created (eg. to support succession planning, successful candidates of Bridging Programs) ▸ general cynicism with respect to Upward Feedback, IC's Recognition and Reward System, organization's perceived commitment to change, core competency approach ▸ government policies in the area of awards and performance pay ▸ number of female graduates in Science and Engineering ▸ availability and enthusiasm of volunteers ▸ delays caused by Universal Classification System ▸ non-competitive salary levels with private sector (recruitment and retention issue) ▸ lack of secretariat support to PMC ▸ confusion of roles for PMC members

3.0 Sector Plans

3.1 Use of Employee Survey Results

IC's Employer of Choice Employee Survey was administered in December 1997. Results were presented to each Sector. The actual use of the survey results has varied across the Department. Highlights from **Appendices B-I** (table B) are discussed below.

CIPO indicated that the Employee Survey results were used in preparing the Operational Plan for its Human Resources Branch and that the results were useful in helping to refocus HR priorities.

SITT reported that the Employer of Choice Survey Results were sent to all staff. The SITT Employee Council studied the issues raised and provided their recommendations in a report dated July, 1998. The report was also distributed to all staff. In addition, focus group sessions took place within the senior professionals community. All of this work culminated in the development of four key initiatives related to:

- communications with employees;
- recognition;
- human resources development; and
- overtime culture.

The ADM of the **SITT** Sector issued a formal announcement to all staff in December, 1998, outlining specific actions/commitments to be carried out over the next three years.
The **Industry Sector** made extensive use of the IC Employer of Choice Survey Results. Five working groups were established to address issues raised in the survey. The work of the sub-committees resulted in the development of the Industry Sector "Plan for People". At their Focus Day in November, 1998, a total of 28 proposals were presented to all staff. Using an anonymous voting system, staff had the opportunity to provide feedback with respect to the proposed actions which address:

- rewards, recognition, UCS and pay;
- career planning (visibility of opportunities and transparency of process);
- workload and priorities;
- communications; and
- work environment.

Prior to the Employee Survey, focus group exercises conducted in the **Operations Sector** identified a number of employee issues and concerns which were consistent with the survey results. Through a number of volunteer People Strategy teams, the Operations Sector is currently working on the following initiatives:

- identification of sectoral values;
- recommendations for effective approaches to recognition;
- renewed People Oriented Management Program;
- core competencies; and
- the development of a personal learning accord program.

On April 23, 1998, **CRC's** President provided an overview of IC's Employee Survey Results to all staff. His presentation outlined actions that have been taken to-date, including making representations to Central Agencies concerning HR issues, and actions that CRC will undertake to ensure corrective measures are implemented.

The **Competition Bureau** indicated that there were no surprises for the organization from the results of the EC Employer of Choice Survey. One of the key initiatives to be started in early 1999 is a series of Middle Manager Fora for Professionals. The facilitated sessions will focus on clarifying issues from the perspective of middle managers and will support continuous learning. The results of these fora will be used to develop further human resource plans for the Competition Bureau. It is anticipated that recommendations related to training, recognition, and acting pay (among other things) will follow.

At the Departmental level the Employer of Choice survey results should be useful in establishing a baseline against which future progress can be measured.

3.2 Noteworthy Practices

As is shown throughout this report, much work is currently being done by the Department to implement the PMP. The following examples are included to highlight noteworthy practices which are being implemented within the various sectors.

Establishment of an HR Strategy with Identifiable Success Criteria and Performance Indicators:

In September, 1998, **Measurement Canada** developed a Human Resources Strategy which outlines the vision, values and core competencies of the organization and key strategies for a sustainable workforce. It is anticipated that the "full achievement of expected service improvements and organizational cultural change brought on by the attainment of SOA status will span over the next three years." The Agency plans to review the HR Strategy on an annual basis and develop and implement monitoring mechanisms to ensure that key results are achieved. The strategy suggests using a variety of information and assessment tools in assessing progress (eg., business plans, human resources plans, special studies, working groups, leadership teams, employee surveys, human resources information system for demographic data, training and development reports, program evaluation reports, upward feedback, audit and evaluation reports). The Strategy also identifies expected short-term achievements and performance indicators for each of the actions to be undertaken for the 1998-99 time period.

***Identification of Management Champions and Milestone Targets*:**

A joint employee-management council has recently been established to monitor progress in the implementation of the **Industry Sector's** Plan for People. Champions and implementation time-lines have been identified for each of the key initiatives outlined in the Plan.

The **Competition Bureau** has also assigned responsibility to internal "Management Champions" to support key HR initiatives such as language training, career development for senior professionals, support staff development and interchange.

***Formalized Structures for Ensuring Employee Participation and Involvement in HR Issues*:**

SITT has had an Employee's Council in place since June 1996. It has a minimum of one staff representative from each branch. The Employee Council plans and organizes a number of activities and functions for SITT (eg., Focus Day). A representative of Employee Council sits on the SITT management committee.

The **Operations Sector's People Strategy** used a bottom up approach to the development of its human resources issues. Employee focus groups were held and their results were presented to the Operations Management Committee. A number of volunteer teams are responsible for researching and preparing recommendations.

A number of new structures have been put in place within **CRC**. Representatives from the Employee Advisory Committee participate on the CRC Management Committee, as well a special HR senior management committee address HR planning and other related issues.

Formalized Rotation Policy:

The **Competition Bureau** created a Rotation Policy in 1993. It has just finished its third rotation. The Bureau's approach seeks to balance the individual's need for career development and job satisfaction with the Bureau's needs for a certain mix of skills and capabilities, as well as a versatile, flexible, well-rounded work force which enables the Bureau to respond quickly to case and other operational requirements.

As implementation of the PMP proceeds, it will be important to share lessons learned from these and other practices across the Department.

4.0 Conclusions and Recommendations

Based on the information provided by departmental representatives, this report identify areas where progress of the PMP appears to be on track, areas where delays have been experienced, initiatives which are no longer being pursued, initiatives which could be amalgamated, and initiatives which are government-wide as opposed to being IC specific.

The following chart highlights progress according to the PMP's objectives. (Note that not all 75 initiatives appear in this summary chart. Similar initiatives are grouped together under headings such as competency profiles, rewards and recognition, etc.)

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PMP Objective	Progress on Initiatives Appears to be on track:	Initiatives where delays have been experienced:	Initiatives no longer being pursued:
Recruitment (8 of 75 PMP initiatives)	University Recruitment **CIPO** - Orientation Sessions	Several areas report that recruitment initiatives face challenges related to salary levels.	

As stated in the PMP Evaluation Framework, *"the success of the PMP and its credibility will depend largely on the ability of IC managers to demonstrate commitment and provide the required capacity and resources to implement identified initiatives."*

As the implementation of the PMP continues it will be critical to:

- maintain a strategic focus for the PMP by ensuring the continued relevance of PMP initiatives in terms of the Department's strategic objectives and operational requirements;
- clearly define the roles and responsibilities of the PMC and determine the appropriate level of secretariat support required;
- ensure coordination of efforts and lessons learned through appropriate performance measurement and reporting mechanisms; and
- continually update and refresh the Plan as the Department evolves over the coming years.

Recommendations to Support the On-going Implementation of the PMP

Findings and recommendations aimed at supporting the on-going implementation of the PMP are discussed below.

Maintaining a Strategic Focus for the PMP

The PMP includes a significant number of HR-related initiatives. The plan is organized in such a way that department-wide and sector specific initiatives are captured under each of the four PMP objectives, with the majority of initiatives (57 of 75) being related to "renewal and retention". Ten initiatives are related to the "representation" objective, while the remaining eight relate to "recruitment". Of the original 75 initiatives, 17 are categorized as being department-wide (refer to Appendix A for complete list). In the fall of 1998, the PMC approved a further 14 projects, as well as funding to support corporate training. Of the 14 new

projects, some are extensions of original PMP initiatives (eg., Men and Women Working in Partnership, University Recruitment and Development Program Review, Upward Feedback).

The PMP is complex in that it identifies corporate-wide as well as business line initiatives, which are further broken down into sector-specific initiatives. Sectors and branches are undertaking a wide range of initiatives that contribute to the PMP. These initiatives tend to respond to local organizational concerns as opposed to larger corporate issues. This means that additional levels of management and accountability must be factored into the ongoing implementation of the plan.

While the PMC is focused on management of department-wide initiatives, the management teams representing the sectors and branches are responsible for the management of their own human resource plans and initiatives.

Recommendations:

1. ***It is recommended that the PMC and management teams representing sectors and branches ensure, on an annual basis, that the PMP activities continue to be relevant in terms of the Department's operational requirements, strategic objectives, new programs and the evolving resources situation, and that measurable performance targets and indicators are in place.***

2. ***It is recommended that the PMC take responsibility for updating the PMP-based on the information provided in this Interim Status Report, as well as the new initiatives funded in 1998-99. The PMP document should be up-dated on an annual basis.***

Performance Monitoring and Reporting

The Evaluation Framework discusses a number of challenges with respect to monitoring the performance of the PMP. For example, given the significant number of initiatives identified in Annex C of the PMP, it is conceptually difficult to deal with each as a separate intervention with unique impacts and effects. Furthermore, the integration of the cumulative impacts of those initiatives grouped under each of the four PMP strategic objectives becomes even more complex. In addition, each Sector has its own unique circumstances and organizational culture. Therefore, the Sectors will emphasize different components of the plan at any point in time to reflect the realities of their own situations.

One of the major weaknesses of the PMP is that it fails to identify relative priorities amongst the 75 initiatives. In addition, information related to resource requirements was not provided in the Plan. This poses additional challenges with respect to monitoring performance. Given the lack of information related to resources provided in the current PMP, it is not possible to make the important linkage between results achieved and resources expended.

In conducting this interim progress review, we did not find that sufficient emphasis had been placed on the establishment of performance measurement and monitoring mechanisms for the PMP. Although the original PMP document identifies the desired "short term achievements" and in some instances methods for tracking performance with respect to specific initiatives, more work is required to enhance performance measurement and monitoring practices. While it is recognized that the responsibility for performance measurement lies with managers across the Department, it is important to recognize the need for on-going support to develop organizational capacity in this area.

Recommendation:

3. ***It is recommended that the PMC establish a Performance Measurement Sub-committee which would be supported through the provision of technical advice from the Audit and Evaluation Branch. The Sub-committee would be responsible for:***

   - ***the development of a performance measurement approach for the PMP including a methodology for on-going performance monitoring and reporting;***
   - ***providing advice and assistance to project proponents in developing a performance measurement framework and measurement strategy for key PMP initiatives;***
   - ***coordination of future evaluation activities; and***
   - ***preparation of interim performance monitoring reports as required.***

Role of the People Management Committee

A number of concerns were raised throughout the course of the interview process related to the overall management of the PMP and the role of the People Management Committee (PMC). Suggestions were made to clarify the mandate of the PMC and the roles and responsibilities of its members, review the membership and use of alternates, and improve the level of secretariat support to ensure improved communications, coordination of agenda and to avoid duplication of effort.

Recommendations:

4. ***It is recommended that the co-chairs of the PMC :***

   - ***proceed with the current plans to establish a secretariat function to support the activities and responsibilities of the PMC;***
   - ***clarify the mandate of the PMC;***
   - ***review the membership of the committee to ensure appropriate representation of senior managers and staff levels;***
   - ***review the structure of the PMC and its sub-committees; and***
   - ***ensure that members commit to attending meetings and the use of alternate representatives is limited.***

5. ***It is recommended that the Communications Sub-committee continue with the development and implementation of a communications strategy for the PMP. The PMP communications strategy should clearly define what results it hopes to achieve, who it is trying to reach, the types of activities it will undertake and identify resource requirements. The effectiveness of the communication strategy should be assessed on an on-going basis with results reported to the PMC.***

6. ***It is recommended that the PMC Finance Sub-committee continue to monitor the use of PMP funds and coordinate the annual review of PMP funding proposals.***

Appendix A

PMP Progress Report
Department-wide Analysis

Feb. 9, 1999

A: Progress Report on Implementation of PMP Action Plan				
Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
1. Employee Survey on Working Environment - assess the degree to which Industry Canada is perceived to have a positive working environment and to identify overall career aspirations of employees	*Michelle Henchiri Manager, Corporate Training and Renewal, HRB* *Date: December 1, 1998*	*An employee survey, undertaken by Ekos Research Associates Inc., was conducted in November and December 1997. The purpose of the survey was to ascertain what being an employer of choice means to IC employees and to set a baseline against which progress can be measured.* *The sample survey was designed to measure employee views on the department as an employer of choice according to five categories: work environment, respect, career development, purpose and continuous improvement.*	*Overall response was 77%, and 1,693 employees were interviewed by phone.* *See summary of results in Table A above.* *Results were communicated to the various sectors. Each sector is responsible for implementing improvements which will address issues and key priorities identified in the survey.* *The survey will be repeated every 18 months. The next survey is scheduled to be administered in May 1999.*	*None reported.*

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Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
2. ACWI (Work and Family/Personal Balance) - to demonstrate work and family balance as a construction management technique. Activities include: development of a formal presentation to aid employees in work/family/personal balance; encouragement of flexible work arrangements through communications and other tools; providing an inventory of IC satellite offices across Canada.	*Name: Francine L'Espérance Position: Director Women's Bureau* *Date: 26-01-99*	*This initiative was created in 1994. It existed prior to the PMP. It is a program that delivers workshops and seminars to help employees cope with balancing their work/personal life. A resource kit for child and elder care and books are available to staff. The program has a marketing/promotion plan which includes posters, 1998/99 work/life brochure, Women's Bureau web stickers, monthly ARGUS articles and demonstrations at Sector focus days.*	*This initiative is largely employee driven in terms of responding to employee needs. For example, a support group for parents of children with ADD/ADHD has been formed (4 meetings so far, 32 women and 17 men participants). A new support group for care givers will be formed.* *The Women's Bureau has numerous requests for advice from OGD on how to set up this type of program.* *18 workshops are planned in 1998-99, 8 are completed. 149 women and 73 men have attended.*	*One challenge faced by the program is with respect to gathering an accurate profile of Industry Canada employees. This is important in order to assess their needs (e.g., number caring for children, number caring for elderly relatives, etc.)* *Another barrier is for employees to find the time to attend workshops and browse information provided through the Women's Bureau website.*

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Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
3. Upward Feedback - to strengthen leadership capability; for all EX's and for non EX's in certain areas	*Michelle Henchiri Manager, Corporate Training and Renewal, HRB* *Date: December 1, 1998* *Lynne Lapointe, Human Resources Development Officer, Industry Sector* *Date: January 13, 1999*	*An evaluation study of IC's Upward Feedback process was conducted in 1997.* *HRB has identified a project for 1998-99 which will, from a corporate perspective, ensure that feedback is provided by employees, and that they are involved in setting expectations for and measuring effectiveness. A consultant will be retained to conduct exit interviews.*	*The results of the 1997 evaluation are presented in a report prepared by an external consultant. Results of the telephone survey indicated that "over half (61%) of employees believe that, for themselves personally, the Upward Feedback process has been effective in achieving the objective of improving the working environment for staff by listening to and acting on their collective suggestion for improving leadership. Over half (62%) of all managers believe that the Upward Feedback process has had a positive effect on the working environment in their branch."*	*HRB indicates that roles and responsibility related to the Upward Feedback process need to be clarified.*

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Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
4. "Invigorated" Departmental Assignment Program - Develop an assignment program which responds to employee needs to learn about other sectors or areas of the department and acquire new competencies; to meet managers needs to quickly fill short and longer term assignments with a minimum of delay and administration.	*Leo-Paul Brousseau, former manager, Resourcing, Career Planning, and Employee Assistance Program, HRB* *Suzanne Gervais, Manager, Employee Services and Programs, HRB* *Date: Dec. 3/98*	*Several versions of Departmental Assignment Programs exist within IC as a result of the merger with other organizations. No formal review of the various programs had been done. A study was done by a consultant in early 1998. As a result two reports have been issued to the department. The first report outlines critical success factors and key issues for an Invigorated Departmental Assignment Program. The second report provides recommendations for program design and methodology.*	*Two staff have been identified to work on the project.* *Too early to assess results.*	*Funds for further work on this initiative were requested in May 1998. The funding request was under review by the PMC Finance Committee during the summer. Approval of project funds was granted in October 1998.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
5. Corporate Training Allocation - establish committee with representation from all sectors to identify departmental training priorities related to: *departmental lines of business *key skills and competencies *other emerging priorities *Treasury Board requirements (e.g., CPR, Retirement Planning) Recommend departmental training priorities which will be supported by corporate training budget to DMB.	Michelle Henchiri Manager, Corporate Training and Renewal, HRB Date: December 1, 1998	HRB indicated that this initiative is proceeding according to plan and is on track in terms of the budget. Senior staff agreed to the creation of a Corporate Training Fund, to be administered by the PMC.	HRB indicated that they track informal feedback from managers as well as maintain statistics on courses held, evaluation results and participants.	HRB indicated that funding is often late so the courses can only be offered in the final quarter of the year.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
6. IC and Me - prepare people to be ambassadors for the department; to increase individual's knowledge of the broad ranging activities and scope of Industry Canada; to help people understand how their work contributes to our mandate - jobs and growth.	Lorna Cunningham-Rushton, Manager, Corporate Communications, Communications Branch Jan./99	Half-day sessions were developed and attended by IC staff.	66% attendance rate.	None noted

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
7. Developmental Programs- assess how effectively IC utilizes these programs and to identify their strengths, areas for improvement and levels of support within the Department	Leo-Paul Brousseau, former manager, Resourcing, Career Planning, and Employee Assistance Program, HRB Suzanne Gervais, Manager, Employee Services and Programs, HRB Date: Dec. 3/98	A review of developmental programs is currently underway and recommendations are forthcoming.	Recent statistics: Management Trainee Program (3 graduates in 1997, 9 participants in 1998) Career Assignment Program (2 graduates in 1997, 12 participants in 1998) Departmental Assignment Program (87 persons in inventory in March 1997, 20 assignments) Interchange Canada (18 participants working at IC, 10 IC staff at other organizations, 2 international exchange participants at IC) Accelerated Economist Program (2 per year)	This initiative is largely under the control of the Public Service Commission.
8. Accelerated Executive Development Program - identify a representative group of EX1 to EX3s who demonstrate the potential to become ADMs, and to accelerate their development and career advancement.	Beth Walker, Director, Executive Services Group, HRB Date: Dec. 10/98	This initiative falls within the mandate of the Leadership Network. All promotions at this level are done through the COSO. In the Fall of 1997, pre-qualifying process for ADM positions was established. In the summer of 1998 the Leadership Network was established.	IC did consider potential candidates for the Accelerated Executive Development Program through its annual performance review process. Potential candidates are counseled by HRB.	This is a government-wide initiative.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
9. Competency Profiles/Skills Inventory for EXs - develop competency profile for EX -1 to 3 customized for department; gather information on experience and skills of executives for career management, succession planning and development	*Beth Walker, Director, Executive Services Group, HRB* *Date: Dec. 10/98*	*IC has developed "draft" competency profiles for EX-1 to 3 positions. In early 1997, eight focus group sessions were held in Ottawa and each of the regions. In all, approximately 60 participants including Executives, EX-1 and regional managers were involved in the process. The competency profiles were reviewed by senior staff and approved in principal. The profiles were sent to Executives for comment. A final draft has been prepared by Senior Management.*	*HRB needs to bring closure to this initiative. There may not be a need to revalidate.*	

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
10. ACWI (Promotion of the Feeder Groups) - compile and maintain an inventory of the skills, competencies, experiences, motivations and career ambitions of IC's EX-minus 1 and EX-minus 2 feeder groups; this initiative is the first essential step in cultivating a comprehensive career development initiative for IC	*Name: Position: Date:*	*Information not available*		
11. Women in the Executive Group (see Impact Area 2 - Representation)	*Name: Position: Date:*	*See # 61*		

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
58. ACWI (Promotion of the Feeder Groups) - to compile and maintain an inventory of the skills, competencies, experiences, motivations and career ambitions of IC's EX-minus 1 and EX-minus 2 feeder groups; this initiative is the first essential step in cultivating a comprehensive career development initiative for IC	*Francine L'Esperance Director, Women's Bureau* *Date: Dec. 7/98*	*See # 10*		

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
59. ACWI (Men and Women Working in Partnership) - Design a course on Men and Women Working in Partnership for IC employees to improve communications between men and women, enhance teamwork, and create a more "woman friendly" environment. Will include modules on this topic in existing communications, leadership and management courses. Will design short modules for use during focus days or staff meetings.	Name: Francine L'Espérance Position: Director Women's Bureau Date: 26-01-99	The PMC has approved $45K to further this initiative in 1998-99. The target is to deliver 18 workshops in the NCR and regions so that most managers and supervisors are able to participate before end of fiscal year 1998-99.	Last year 33 workshops were held. The sessions were attended by approximately 800 employees, mostly EXs. This course was given by Barbara Annis & Associates (Toronto) and was very well received. The course "Differences Work" is being offered now to Industry Canada managers and supervisors by Lammex & Associates (local firm). The decision to change consultant was a cost effective one. From April 1, 1998 to March 31, 1999, it is expected that 164 managers and supervisors will have attended the gender differences workshops. At this time, there are employees on a waiting list and it is expected that at least 3 more workshops will be offered before April 1, 1999.	This training program is not as easy to market to the management and supervisory levels as it was to EXs. It is seen as "optional". However, a recent note from Mr. Binder to his peers appealing for increased participation has resulted in increased registration. All workshops are booked until end of fiscal year. In 1998-99, the course was funded by PMP. Future courses might be included in the corporate training calendar.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
60. Administrative Support Bridging Programs - provide sustainable career development opportunities to employees in the administrative support categories while meeting a departmental need for a renewal of skills (namely CS, SI categories and possibly Bankruptcy officers - PM-1)	Name: Francine L'Espérance Position: Director Women's Bureau Date: 26-01-99	Industry Canada has a Bridging Program for two streams (CS and SI categories). The SI program was launched in August 1997. Year 1 of the program (i.e., The pilot) is drawing to a close. Year 2 will commence with the program launch on February 26, 1999. Funding has been approved by senior management for 1999-2000 ($950K). Consideration is being given to running the CS program for 1999-2000 but funding must be secured.	The competitions for the SIs have been convened at HQ, and the Atlantic, Toronto and Vancouver regions. Montreal's competition is eminent. Successful program candidates will receive their certificates at the graduation ceremony/ launch of Year 2. A formal evaluation of Year 1 is expected by the end of February. The evaluation findings, as well as feedback received from program participants, will be taken into account in the planning of the program for Year 2.	A commitment from managers to create an SI position in their respective branches/sectors for Year 2. We are hopeful to have at least 17 positions identified. Full funding for Year 2.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
61. Women in the Executive Group *- to increase representation of women in the EX Group two initiatives have been put in place:* *- on every EX selection board there is at least one female board member;* *- in every EX selection process there is at least one female candidate*	*Beth Walker, Director, Executive Services Group, HRB* *Date: Dec. 10/98*	*HRB indicated that it is common practices within IC to have at least one female board member on EX selection boards.*	*HRB indicated that they believe this to be common practice. No formal monitoring mechanisms in place.* *HRB reports that female representation at the EX level has increased from 21.7 % in March '97 to 27.4% as of march '98.*	*IC cannot force women to put themselves forth as candidates.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
68. University Recruitment - recruitment of highly qualified university graduates into the CO, ENG and ES Groups in order to renew the workforce in key areas.	*Leo-Paul Brousseau, former manager, Resourcing, Career Planning, and Employee Assistance Program, HRB* *Suzanne Gervais, Manager, Employee Services and Programs, HRB* *Date: Dec. 3/98*	*IC is working with the PSC to develop a university recruitment model. A steering committee was established in early November 1998 to represent the needs of IC's various sectors.* *The University Recruitment and Development Program (URDP) has not been reviewed since it was implemented in 1992. There are many concerns with the administration of the program.*	*It is anticipated that a new set of guidelines for University Recruitment will be in place by the end of January 1999 in time for the Spring recruitment drive.* *97-98 Statistics:* *- 60 attended the Job Fair in March 98* *- 40 were recruited* *Co-op Students:* *102 (Winter)* *68 (Fall session)* *64 (Summer)* *312 Federal Student Work Employment Program participants*	*It is important that the new guidelines are in place prior to 1999 university recruitment activities.*

* Three new career development initiatives have stemmed from the 1997 Survey. A) Self-Diagnostic Tool B) Working group for Women in Science and Technology C) Pilote Assignment project for Women Commerce Officers (CO)				
A) Self-Diagnostic Tool for feeder group (EX-1 and -2).	Name: Francine L'Espérance Position: Director Women's Bureau Date: 26-01-99	A Self-Diagnostic Tool to measure competencies as identified by the PSC Leadership Profiles. The tool is in the form of an internet based questionnaire. This tool is the first step in helping employees prepare a career plan. It also allows Industry Canada to weight the generic competencies according to the Department's needs.	The Self-Diagnostic Tool for EX minus 1 and minus 2 women has been developed and participant selection is completed - 75 participants are registered, 12 from the regions. The Self-Diagnostic questionnaire was sent to participants and their designated executive manager. The exercise will be completed in early March 1999 with individual counselling clinics allowing participants to discuss their career plan with an expert.	As a pilot project, we are experiencing delays due to configuration of computer software and having to reformulate the questionnaire instructions. Although this may be a barrier in the short term, the pilot is providing us with the opportunity to iron out the imperfections. Funding for counselling clinics for ALL of the participants is not secured.

** Three new career development initiatives have stemmed from the 1997 Survey.* *A) Self-Diagnostic Tool* *B) Working group for Women in Science and Technology* *C) Pilote Assignment project for Women Commerce Officers (CO)*				
B) Working group for Women in Science and Technology	*Name: Francine L'Espérance* *Position: Director Women's Bureau* *Date: 26-01-99*	*A working group was created as a proactive approach to future recommendations of the Interdepartmental Committee on Federal Women in Science and Technology and to prepare an action plan to promote the recruitment, retention and advancement of women in Science and Technology at Industry Canada.*	*Research was conducted to confirm certain assumptions pertaining to the recruitment, retention, career development and working conditions of women in Science and Technology at Industry Canada, and information was gathered on prior recommendations relating to these issues. Focus groups will be conducted in early March to provide recommendations for action to be included in Industry Canada Action Plan.*	*Funding to conduct the focus groups has not yet been secured. Also, a delay in tabling the Interdepartmental Committee's recommendations is a barrier to the Departmental group's work.*

* Three new career development initiatives have stemmed from the 1997 Survey. A) Self-Diagnostic Tool B) Working group for Women in Science and Technology C) Pilote Assignment project for Women Commerce Officers (CO)				
C) Pilot Assignment project for CO	Name: Francine L'Espérance Position: Director Women's Bureau Date: 26-01-99	A public/private sector task force has been created to propose a pilot assignment project for women commerce officers. The assignments will be in private sector business associations and will be related to trade. The project has a double objective: to enhance overall capabilities of the COs and increase their chances of advancement (currently, 60% of CO-01 employees are women, but only 34% of CO-02 and 26% of CO-03 employees are women), and to provide private sector with an added resource to conduct a worthwhile, trade-related project.	Three meetings have been held to explore program options based on existing models. An orientation paper has been adopted. Focus groups will be held in February to test the proposed approach. Task Force members will also test the approach with selected business associations. A business case for the implementation of the pilot project in 1999-2000 will be developed by end of March 1999. Given the number of Cos in the Department, this approach could be tested as a basis for a more comprehensive career development program for COs.	Funding to conduct the focus groups and to prepare the business plan is not yet secured.

Appendix B

PMP Progress Report
Canadian Intellectual Properties Office Analysis

Feb. 2/99

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
26. CIPO - Employee Performance Feedback System - review and assess the annual performance which will lead to the development of goals and objectives and to the training and development needs of the employee	Name: Terry Rudeen Position: Manager HR Operations Date: 2/12/98 Responsibility: Louise Bitz, Personnel Advisor	This is an on-going activity. Managers are required to conduct annual performance reviews. Human Resources monitors the process to ensure that all managers complete the appraisal.	CIPO reports that all managers are in compliance in conducting annual performance reviews for their staff.	None reported.
27. CIPO - Upward Feedback - to strengthen leadership capability; extend the 360° feedback exercise to all supervisors/managers with 5 or more direct reports.	Name: Terry Rudeen Position:Manager HR Operations Date: 2/12/98 Responsibility: Louise Bitz, Personnel Advisor	This is a recent initiative. All CIPO managers with 5 or more staff are participating in the process. Surveys were completed in October 1998. Each manager is developing an action plan and meeting with his/her staff to discuss.	Too early to assess results.	Anecdotal evidence that there is a certain amount of cynicism with respect to this initiative. In addition, some concern has been expressed that the questionnaire was too lengthy.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
28. CIPO - Competency profiles - continued development of competency profiles system which will become the framework for all human resource activities which reflect the mission, vision and values of the organization	Name: Terry Rudeen Position:Manager HR Operations Date: 2/12/98	A total of 20 focus groups sessions (10 for Operations Sector and 10 for CIPO) were conducted to develop Competency Profiles for 20 job categories in 1997/98. Each focus group represented one job category. A database for capturing profile information is currently under development.	It is anticipated that the results of Competency Profiles will be used to assist staff and managers. The anticipated benefits from this initiative include: - improved information which can be used by employees for career development, for evaluation purposes, for the identification of staffing and training needs, etc. CIPO reports that there is still much work to left to do.	Further action on this initiative has been delayed due to the Universal Classification System (UCS) currently under development. The size and geographically dispersed nature of the sector is a challenge as the methodology for developing competency profiles requires direct input from staff levels.
29. CIPO - Succession planning - identify key positions in the organization at the senior level and ensure replacement with high-potential employees	Name: Terry Rudeen Position:Manager HR Operations Date: 2/12/98 Responsibility: Lyne Cote Director Human Resources	This is an on-going initiative. CIPO has an "informal" approach to succession planning. Opportunities are created to move staff around the organization to broaden their experience and knowledge of the organization.	Approximately 40 people are acting in various positions, one of which was created to provide special experience. This initiative is monitored through performance appraisals.	There is a limit as to the number of opportunities that can be created.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
30. CIPO - Awards and Recognition Program - Implement program geared to recognize employees for long service, outstanding performance, meritorious contributions, or practical suggestions	*Name: Terry Rudeen Position:Manager HR Operations* *Date: 2/12/98* *Responsibility: Louise Blitz, Personnel Advisor*	*The Awards program has been in place for 3-5 years. CIPO has an Awards Committee with volunteer members. A call letter is issued in March for nominations. Managers must sign-off on nominations. There is a formal awards ceremony in the fall. Merit awards are provided for individual and team achievement.* *CIPO managers also have the option to recognize performance through an Instant Award program where $100 cash is awarded for significant performance.*	*CIPO gets feedback on its Awards and Recognition program through a staff survey. However, the response rate has been low, about 13%.* *Survey results indicate a mixed response from staff. Managers were more positive with respect to the program.*	*Anecdotal evidence that there is some cynicism amongst staff. It is difficult to define the criteria for the awards. The process is subjective and therefore open to perceptions of favouritism, etc.*

A: Progress Report on Implementation of PMP Action Plan				
initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
31. CIPO - Continuous Improvement Council - in support of the Managing Excellence program, training sessions have been provided to a cross-functional group of employees to assist the improvement of processes	*Name: Terry Rudeen Position:Manager HR Operations Date: 2/12/98 Responsibility: Lyne Cote, Director Human Resources*	*Several staff received training in continuous process improvement in 1997-98. The training program was called Managing for Excellence. From the training sessions a number of staff were identified as Continuous Improvement specialists. A number of teams were put in place to analyze workflow processes.*	*Positive feedback was received through a course evaluation.*	
32. CIPO - Training Development Plan - to support of CIPO's strategic objectives, implement a training and development program that promotes an environment of continuous learning	*Name: Terry Rudeen Position:Manager HR Operations Date: 2/12/98 Responsibility: Louise Blitz, Personnel Advisor*	*This is an on-going initiative. CIPO has a Training Development Plan which is developed with input from managers. Most courses have been related to informatics.*	*Performance monitoring includes tracking: # of participants, cost per participant, course evaluations, etc.*	*With an increasing caseload it is hard to for staff to find the time to attend training sessions.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
33. CIPO - Come In...Porte Ouverte - talk shops/ information sessions used as a means of communicating information to employees and sharing knowledge among colleagues	*Name: Terry Rudeen Position:Manager HR Operations* *Date: 2/12/98* *Responsibility: Louise Blitz, Personnel Advisor*	*There was some initial success with this initiative. It has since been dropped due to a lack of interest.*	*N/A*	*Lack of interest in pursing this initiative on an on-going basis.*
62. CIPO - "Men and Women Working in Partnership" *- workshop to all employees to improve communications and teamwork which will contribute to successfully effect change and culture throughout the organization*	*Name: Terry Rudeen Position:Manager HR Operations* *Date: 2/12/98* *Responsibility: Louise Blitz, Personnel Advisor*	*A few workshop sessions were held in 1997-98.*	*Approximately 40-60 managers and supervisors attended. The sessions were seen to be very applicable.*	*There was good feedback on the workshops but there is no need to repeat the workshops again at this point in time.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
63. CIPO - Alternative Work Arrangements - promoting flexible work arrangements to retain women and disabled persons by offering opportunities to balance work and family commitments	*Name: Terry Rudeen Position: Manager HR Operations* *Date: 2/12/98* *(Christine Cloutier, HR Assistant 997-3704)*	*In 1997-98 information sessions were held to inform staff about Alternative Work Arrangements and how to seek approval.*	*There are currently 238 staff (about 35%) using some kind of Alternative Work Arrangements (eg., tele-working, compressed work week).* *This has been a very popular initiative. Participation rates are steadily increasing.*	*None reported.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
70. CIPO - Orientation session - Implement a program for new and existing employees, to educate and create an awareness of the mandate and an understanding of the organization within the department of IC; to establish familiarity between the organization product lines as well as its corporate services in the context of an SOA on a revolving fund	Name: Terry Rudeen Position:Manager HR Operations Date: 2/12/98 Responsibility: Louise Blitz, Personnel Advisor	Orientation sessions for new staff are done every spring. The session include a presentation by the CEO of CIPO and displays and hands-on demonstrations.	Last year's session had a turn out rate of 75%. A questionnaire is utilized to attain feedback from participants. The results showed that the sessions were well received and found to be very good.	No barriers or challenges to report.
71. CIPO SG-PAT Recruitment - recruitment of highly qualified professionals into the SG-PAT group in order to renew the workforce in key areas.	Name: Terry Rudeen Position:Manager HR Operations Date: 2/12/98 Responsibility: Carole Sheridan, HR Staffing Officer	This is an on-going activity. Recruitment is done through the Public Service Commission as well as through universities.	Approximately 20-30 new staff are recruited each year. CIPO sets annual targets for recruitment. Success is monitored in terms of the number of vacancies remaining after the recruitment program.	Salary levels are not as competitive as the private sector in several areas. This is a sectoral issue not just a CIPO issue.

B: Other PMP Initiatives undertaken by Sector	
Employee Survey Results:	The IC Employer of Choice survey results were summarized and presented to the management committee. CIPO indicated that there were no real surprises from the survey results and that they already had a large number of initiatives underway prior to the survey. In developing its Operational Plan the Human Resources Branch took the Employee Survey results into consideration as part of its environmental scan. The survey results were useful in helping to refocus priorities (eg, a greater emphasis was placed on the development of competency profiles). The majority of initiatives identified in the 1997 People Management Plan were on-going activities and responsibilities. CIPO has not specifically developed any new initiatives as a result of the Employer of Choice survey results.
Roles and Responsibilities for PMP:	CIPO has tried to create a culture that promotes career development through the creation of opportunities for new experience and learning. CIPO utilizes lateral transfers and work team assignments extensively to enhance staff development. The Manager of HR Operations represents CIPO on the Department's People Management Committee and is part of the Operations Sector People Strategy Committee. He also has the responsibility as Chair of the Competency Profiling Team for the Operations Sector.
Monitoring and Reporting Progress:	As noted above, most of the initiatives identified in the PMP are on-going activities. HR performs a variety of coordination and monitoring functions.
Barriers/Challenges:	The level of workload was identified as potential barrier to some PMP initiatives. It is often difficult for staff to take the time from their work for training or to participate in different committees or special work teams (eg, Competency Profiles or Continuous Improvement projects).

Appendix C

PMP Progress Report
Spectrum, Information Technologies and Telecommunications

Feb. 9/99

A: Progress Report on Implementation of PMP Action Plan				
Initiatives identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
17. SITT Strategic Planning Workshop - provide a way to build organizational capacity and strength by articulating and refocusing the strategic direction of the organization	Name: Mary Frances Laughton Position: Chief, Assistive Devices Industry Office Date: 8/12/98	SITT conducts 2 Strategic Planning Workshops every year. One is for DG's only, the other includes the expanded management team. HR issues are discussed as part of the broader planning process.	The Strategic Planning process helps to generate management accords within SITT.	None identified.
18. SITT Employees' Council (EC) - created in June 96, the Council provides a vehicle for everyone to be heard, to input into the decision-making process and to seek way to improve the working environment	Name: Rotational Chair of the Employees' Council Position: N/A Date: N/A	This initiative began in June 1996 and has continued ever since. The Employee Council meets weekly or bi-weekly. It has a minimum of one representative from each branch. Staff are given time to participate. The EC developed a strategic plan and changed its membership in the Fall of 1998. The EC plans and organizes a number of activities and functions for SITT (eg., Focus Day). A representative of EC sits on the SITT management committee.	The EC did an analysis of the Employer of Choice survey results for SITT. Their analysis was presented to the ADM, who has recently sent a response to all staff which identifies four key initiatives for implementation.	

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
19. SITT Upward Feedback - support department to adopt this mechanism as an element of managers performance appraisal.	*Name: JoAnn Myer Position: Director, Strategic Planning Date: N/A*	*SITT is participating as part of the department-wide initiative. It has been done for all managers with more than 5 people reporting to them. A consultant was used to facilitate the process.*	*Managers have made a commitment to action.*	*None reported.*
20. SITT Employee Survey: an annual initiative of the EC	*Name: Employee's Council Position: N/A Date: N/A*	*SITT conducted its first employee survey in August 1996. The results were circulated to staff.*	*The Employee Council had planned to repeat the survey but did not because of the 1997 IC Employer of Choice Survey.*	*None reported.*
21. SITT Training: - A minimum of three days of training/ professional development annually - ES: language, computer, conference attendance - EL: working level of radio inspector; non-technical training	*Name: Responsible Director Position: N/A Date: N/A*	*All SITT employees have access to at least three days of training each year. Training plans are developed as part of the employee performance appraisal process*	*Managers monitor the training needs of their staff.*	*No barriers. Training is part of the culture within SITT.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
22. SITT Professional Development Program - exchanges with the private sector	Name: Hélène Cholette Lacasse Position: Acting Director, International Telecommunications Policy and Coordination Date: 8/12/98	SITT sponsors a Canadian Women in Communications (CWC) National Conference. The program is currently in its fourth year.	Three individuals per year are given the opportunity to participate in the exchange program.	
64. SITT Diversity Management: - the development of women EX and EX-1 - the retention of women EX - managers to follow course of gender diversity management	Name: Mary Frances Laughton Position: Chief, Assistive Devices Industry Office Date: 8/12/98	SITT actively encourages to place women in acting positions or deployment situations.	At least one woman is an acting EX and there have been a number of promotions to the EX category within the Sector. The situation continues to be monitored and included in the SITT HR Plan.	None reported.
65. SITT Women Engineers Initiative - to enhance the internal climate for and to improve / maintain the representation rate of women engineers in the sector	Name: Veena Rawat Position: Deputy Director General, Spectrum Planning and Engineering Date: 8/12/98	Part of the University Recruitment Development Program. This initiative was set up to encourage the recruitment of women into the engineering stream. It has been running for 3 years. The target was to recruit 8 women.	4 women were hired.	Overcoming cultural differences. Time.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
72. SITT Strategic Recruitment: *- University Recruitment Program* *- Rotation assignments throughout the sector* *- Summer student hiring*	*Name: SITT Human Resources Council* *Position: N/A* *Date: N/A*	*SITT personnel are involved in the planning for a reinvigorated University Recruitment program.*	*SITT is one of the heaviest users of summer and co-op students.*	*It is a challenge to keep new recruits due to non-competitive salaries.*
73. SITT New Recruit Development - encourage ES recruits to take on a variety of responsibilities such as industrial analysis, liaison for industry organizations, government representative in selected fora, management of external contracts	*Name: SITT Human Resources Council* *Position: N/A* *Date: N/A*	*SITT has focused on rotating economists throughout the Sector.* *Rotations however are done on a relatively adhoc basis. Previously, salaries were covered by the centre.*	*SITT is bringing in fewer new recruits.*	*Funding issues are currently being examined.*

B: Other PMP Initiatives undertaken by Sector	
Employee Survey Results:	*The Employer of Choice Employee Survey Results were sent to all SITT employees. The SITT Employees Council studied the issues raised and provided their recommendations in a report dated July, 1998. The report was also distributed to all staff. In addition, focus group sessions took place with SITT's senior professionals community. All of this work culminated in the development of four key initiatives. The ADM SITT Sector issued a formal announcement to all staff in December 1998 outlining initiatives which will be carried out over the next few years.*
Roles and Responsibilities for PMP:	*The initiatives deal with the following topics:* - *communications with employees* - *recognition* - *human resources development* - *overtime culture.* *Some of the specific commitments include:* - *involving staff in converting Departmental and Sectoral priorities into Operational Plans* - *making greater efforts to provide feedback on Executive and/or Ministerial level meetings to the staff* - *ensuring employees receive on-going and constructive feedback on their performance* - *taking advantage of every opportunity to recognize and reward employees* - *conducting a career development pilot for SITT Senior Professionals* - *building an interconnected set of HR Development Tools that will be accessible to all SITT/Regional managers and employees via ICWEB* - *striving to make overtime the "exception rather than the rule"*
Monitoring and Reporting Progress:	*SITT intends to conduct assessment of the Senior Professionals Career Development pilot. Feedback will be solicited from participants to ascertain its value, identify suggestions for improvement and to determine whether there are any undue administrative burdens that might hinder its successful roll-out.*

Appendix D

PMP Progress Report
Industry Sector Analysis

Jan. 12, 1999

A: Progress Report on Implementation of PMP Action Plan				
Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
38. IS Performance Management for Teams - assess the applicability of the Department's Employee Performance Feedback System to the team / matrix structure of the Industry Sector, recommend changes or additions and monitor the implementation of the recommendations to appraise all sector employees and provide feedback on their individual and team performance	*Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch* *Lynne Lapointe, Human Resources Development Officer* *Date: 9/12/98*	*This initiative has been in place for two years within the Sector. A small study group made changes. Some modifications were made to the Departmental System (eg., team accountability accords are developed based on work plans). The Sector also added individual accountability accords which include training and development plans.*	*The new system has been accepted by employees and managers. It has forced more dialogue into the planning process and is used as a feedback tool. Quarterly reviews are undertaken to revise and adjust as necessary.* *A compendium of innovative Team practices was produced.*	*None reported.*
39. IS - EX Corporate Culture - establish a committee of EXs to oversee the change from the IS Management Group to the IS Management Team	*Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch* *Lynne Lapointe, Human Resources Development Officer* *Date: 9/12/98*	*A committee of EX's was established and tabled a report.* *The committee has been inoperative for about 12 months.*	*It was determined that an EX committee may not be the way to go.*	*Refer to Section E discussion of IS Action Plan to address employee survey results.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
40. IS Team Training - encourage and support continued training that support the values and operations of the organization, such as development of team skills and people management skills	Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch Lynne Lapointe, Human Resources Development Officer Date: 9/12/98	All staff attended mandatory 2-day training sessions which finished last year. Some branches have done a 1 day follow-up session. IS is currently assessing the need to revisit Team Training as a result of the employee survey results.		None reported.
41. IS Work Plan Accords - Implement across the Industry Sector, Team Work Plan and Individual Work Accords in which the team mandate, objectives and milestones are clearly identified as are the roles, responsibilities and goals of each member spelled out	Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch Lynne Lapointe, Human Resources Development Officer Date: 9/12/98	See # 38.		

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in Implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
42. IS Branch HR Plans - prepare Human Resource Plans for each branch in the Industry Sector in order to identify and define specific HR initiatives that will support the business directions.	Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch Lynne Lapointe, Human Resources Development Officer Date: 9/12/98	The employee survey process validated the importance of the plans. This initiative will continue as indicated in the IS Employee Survey Action Plan. The intent will be to develop a sector specific HR plan as well as to revise/develop branch plans. Employees are looking at ways to make HR plans more dynamic.	Most IS branches have an HR Plan.	Currently doing some reorganization within the Sector - not sure how the Branch HR plans are being used.
43. IS Innovative Team Practices - compile and maintain an inventory across the Industry Sector that identifies those best practices relating to organization and operations of teams so that employees can learn from each other by sharing their team-work experiences	Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch Lynne Lapointe, Human Resources Development Officer Date: 9/12/98	A compendium of best practices was put together a year ago.	It is available to managers and staff through Lotus Notes. A printed copy was also circulated to the branches.	None reported.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
44. IS Rewards and Recognition Program - implement a program that recognizes team performance as a feature of the sector	Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch Lynne Lapointe, Human Resources Development Officer Date: 9/12/98	A subgroup was established about 18 months ago. A number of recommendations were identified. The employee survey results validated the need. The HR Council established as a result of the employee survey Action Plan will address this initiative.	None to report.	More information is required in terms of what staff want.
45. IS Corporate Issues Committee - created in 1995 as a result of the first Industry Sector Focus Day, continues to implement its mandate to facilitate better information exchange between employees and management and amongst branches, with the aim of improving the Industry Sector work environment and operating efficiency	Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch Lynne Lapointe, Human Resources Development Officer Date: 9/12/98	The IS Corporate Issues Committee was put in place after the announcement of downsizing. Two staff representatives sat on the management committee. The Committee was wound up in November, 1998. In effect, it is being replaced by the IS HR Coordination Council.	In 1996 as many as 59 issues were identified. Only three were not addressed.	

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
74. IS Staff involvement in EX Appointments - encourage branch members to be involved in the staffing process for the branch's management positions through specific involvement in assessing the personal suitability and team oriented skills of a new manager	Name: John Mihalus Position: Director and Manager, Advanced Materials, Chemicals and Plastics Branch Lynne Lapointe, Human Resources Development Officer Date: 9/12/98	Staff have had some input in the staffing process for 4 or 5 branch management positions.		Not a formal process.

B: Other PMP Initiatives undertaken by Sector	
Employee Survey Results:	The Industry Sector has made extensive use of the IC Employer of Choice Survey Results. Five working groups were established to address issues raised through the employee survey results. The sub-groups dealt with issues related to the following topics: - Rewards, Recognition, UCS and Pay - Career Planning (visibility of opportunities and transparency of process) - Workload and Priorities - Communications - Work Environment The work of the sub-committees has resulted in the development of the Industry Sector "Plan for People". At their Focus Day in November 1998 a total of 28 proposals were presented to all staff. Using a voting system, staff had the opportunity to provide anonymous feedback with respect to the proposed actions.
Roles and Responsibilities for PMP:	A Council which will be composed of employees and managers is currently being established to monitor progress in the implementation of the IS Plan for People. Champions for each of the key initiatives outlined in the Plan have been identified as well as time-lines. The IS ADM is co-chair of the IC People Management Committee (PMC).
Monitoring and Reporting Progress:	The Chair of the Council is seeking assistance from the Audit and Evaluation Branch in establishing a performance measurement strategy for the monitoring the success of the IS Plan for People.

Appendix E

PMP Progress Report
Operations Sector Analysis

February 8, 1999

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
23. Operations Sector "People Strategy" - Core Competencies - To identify and define core competencies for key job clusters within the Sector	Contacts: Team Leader: T. Rudeen Position: Manager, Human Resources, CIPO Date: 02/12/98	Refer to CIPO (#28) Profiling initiated on a number of job families. Identification of best practices and processes in the public and private sectors.	24 job families have been initiated. 9 have been completed	Current progress on hold do to the UCS workload
24. Operations Sector "People Strategy" - Supervisory HR Skills Enhancement - to ensure that demonstrated skill or aptitude for HR management is given appropriate weight when staffing positions with supervisory responsibility.	Team Leader: A.Coombs, Implementation Manager, People Strategy, Sector Team Date: December 23, 1998	Operations sector has implemented a procedure whereby all competitions for supervisory jobs for positions within Operations assign no less than 35% weighting to people management skills. A mentoring program is being developed. Tool Kit for balance of Sector available early in new fiscal year. A People Oriented Management Program (POMP) was given to supervisors.	Sixty percent of supervisors have completed the People Oriented Management Program. The sector is now considering developing a POMP II program. Mentoring pilot completed.	See Table E below.
25. Operations Sector "People Strategy" - Improved HR Feedback - 360° feedback for all supervisors	Team Leader: A. Coombs, Implementation Manager, People Strategy, Sector Team Date: December 23, 1998	Based on staff recommendations, a process has been put in place to provide 360° feedback with professional facilitation support to all supervisors with 4 or more employees.	88% have completed 360° feedback and have prepared action plans. A Sector roll up report will provide guidelines for future HR initiatives.	The Operations Sector intends to conduct another 360 degree feedback exercise. The availability of supporting tools for supervisors is being addressed.

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in Implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
46. Operations Sector "People Strategy" (see initiatives under Marketplace Rules and Services)	*People Strategy Committee Co-chairs: Bruce Drake - Regional Executive Director, Pacific* *Glen Fields - Regional Executive Director, Prairies and NWT* *with volunteer teams from all branches of Operations sector.*	*Refer to Table E below.*		

B: Other Initiatives undertaken by Sector	
Employee Survey Results:	Prior to the Employee Survey, the Operations Sector had identified a number of employee issues and concerns through focus group exercises. Results from the Survey were consistent. As a result, the initiatives developed by the sector's voluntary People Strategy teams should help to address the survey issues. Initiatives include: identification of sectoral values; recommendations for affective approaches to recognition; renewed People Oriented Management Program; Core competencies; development of a personal learning accord program.
Roles and Responsibilities for PMP:	The Operations Sector's People Strategy used a bottom up approach to the development of its human resources issues. Employee focus groups were held and their results were presented to the Operations Management Committee. Challenges facing the sector were then clustered into the four following areas: - Shared Values - Development and Growth - Competencies - Recognition and Contribution. Each cluster has a dedicated team of volunteers undertaking research and preparing recommendations. There has been a good deal of cooperation between the Operations and other sectors involving for example work assignments / skills enhancement.
Monitoring and Reporting Progress:	A sub-committee on performance measurement has been established to develop methods for measuring the results of the various initiatives. Two hundred potential measures were initially developed. This amount has been reduced to approximately 20 to 25 measures. Which ultimately will be assessed by staff to determine if the approaches are effective. Work in this area will be on-going.
Barriers/Challenges:	Potential barriers/challenges might include: balancing organizational vs. individual interests, cynicism about the organization's long term commitment to change, implementing new HR-focused management styles, apathy, resource constraints, availability and enthusiasm of volunteers, "heard this before" type of attitude which questions management's serious engagement.

Appendix F

PMP Progress Report
Industry and Science Policy Sector Analysis

April 21/99

A: Progress Report on Implementation of PMP Action Plan				
Initiatives identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
12. ISP Management Development Planning - identify candidates among the EX minus 1 category who have management potential and design individual developmental programs	*Name: D. Bouvet Position: Director, Intellectual Property Policy* *Date: April 6, 1999*	*A list of EXs minus 1 was developed for purposes of filling acting EX positions.*	*Seven of the identified candidates on the list received either acting appointments or were staffed permanently.* *The list was recently updated.*	
13. ISP Training - promote a minimum of 5 days training per employee	*Name: D. Bouvet Position: Director, Intellectual Property Policy* *Date: April 6, 1999*	*Part of the HR training plan resulting from the employee survey.* *DGs are reminded on a weekly basis of the requirement*	*Approximately $176,000 has been expended on external training programs for sector employees.* *Departmental training programs taken by sector employees are tracked by employee.*	*Lack of availability of departmental courses in the French language.*

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
14. ISP Internal Assignment Program - encourage and support 3-12 month work assignment in the Sector	Name: D. Bouvet Position: Director, Intellectual Property Policy Date: April 6, 1999	The program is operated on an informal basis. An inventory of interested candidates will be developed.	Six candidates were seconded to another sector or department.	Demand for the program by employees is minimal. Managers are reluctant to let their employees participate in the program due to uncertainties regarding the length of the assignment and the return of the employee.
15. ISP Mentoring Program - provide an opportunity for the feeder group to be mentored by managers, junior analysts to be mentored by senior analysts, new administrative support staff to be mentored by their more experienced counterparts, and support staff who aspire to become analysts to be mentored by analysts.	Name: D. Bouvet Position: Director, Intellectual Property Policy Date: April 6, 1999	Although there has already been an informal mentoring program in place, the sector will be incorporating the departmental program for its needs.		

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
16. ISP Survey - conduct an annual survey to determine whether employees / managers are enthusiastic about their jobs, satisfied with their capacity to make a meaningful contribution, satisfied with existing HR initiatives, and optimistic about their future	Name: D. Bouvet Position: Director, Intellectual Property Policy Date: April 6, 1999	Following the departmental survey, the sector held focus groups to specifically determine the meaning of employee responses to the questions in the survey.	A report on the results of the focus groups was issued and action plans were developed. Upward feedback exercises of all eligible EX managers were also held.	

B: Other Initiatives undertaken by Sector	
Employee Survey Results:	Following the departmental survey, the sector held focus groups to get a better understanding of some of the issues raised by employee responses to the some of questions in the survey. A report on the results of the focus groups was issued and branch as well as sector action plans were developed. Upward feedback exercises of all eligible EX managers were also held.
Roles and Responsibilities for PMP:	The sector has an employee at the director level who represents the sector on the People Management Committee. Overall the ADM is the person responsible for the implementation of the sectors initiatives in the sector. Requirements of managers, in terms of the PMP, are passed on to them by the ADM, at regular sector management meetings.
Monitoring and Reporting Progress:	Some sectoral initiatives are required by the ADM of his management team while others are branch specific initiatives. Sectoral initiatives are reported upon by directors generals at the management meetings. As well, in the fall of '98, a Human Resources officer, canvassed the sectoral directors general in order to assess the implementation of their branch specific initiatives.
Barriers/Challenges:	See Section A above.

Appendix G

PMP Progress Report
Measurement Canada Sector Analysis

January 26, 1999

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
34. Measurement Canada Renewal - provide skills and knowledge required to respond to changing roles necessitated by the new SOA strategic direction; (initiatives include "mission, vision, values" exercise, leadership training, team building, quality management principles, health & safety training)	*Name: Alan Johnston* *Position: President* *Date: Dec. 11/98*	*As a result of the changing roles necessitated by the new strategic direction of Measurement Canada, staff have been given teamwork training and all senior managers have received leadership training. Changes to job functions increase the requirement for better communication, writing and analytical skill sets.*	*See Section E below.*	

B: Other Initiatives undertaken by Sector	
Human Resources Strategy:	*Measurement Canada has developed a Human Resources Strategy, dated September 30, 1998. The strategy outlines the vision, values and core competencies of the organization and key strategies for a sustainable workforce. The strategy states that it is anticipated that the "full achievement of expected service improvements and organizational cultural changes brought on by the attainment of SOA status span over the next three years" (1999-2002).* *Measurement Canada has identified four strategic thrusts for its Human Resources Strategy:* *- Integration of human resource planning and business planning.* *- Career management* *- Training and professional development* *- Internal assignments*

B: Other Initiatives undertaken by Sector	

Roles and Responsibilities for PMP:	*Some of the key actions to be taken by Measurement Canada include:*
	- *integrate human resources planning into the Agency's Business and annual operational plans*
	- *assign responsibility and accountability to managers at all levels in the Agency for:*
	  - *specifying the short and long term human resource requirements and priorities for program and service delivery*
	  - *linking their human resource requirements to business needs and core competencies and for clearly communicating these to employees to enable them to create appropriate career plans*
	  - *developing employees to ensure they have the necessary skills to qualify for new opportunities*
	- *shift the identification of training and development needs more towards the Agency's priorities identified in business plans and to the acquisition of core competencies*
	- *introduce more flexible and time-saving ways for employees to acquire new knowledge and skills, such as team learning, computer-based training and on-the-job-learning as alternatives to formal classroom training*
	- *increase the priority for enhancing the human resource management and people skills of managers and supervisors*
	- *establish an internal assignment program to enable the assignment of employees between directorates/regions to meet temporary operational business needs and to give employees opportunities for career development and diversification of their competencies*

Monitoring and Reporting Progress:	*Measurement Canada's Human Resources Strategy identifies success criteria and performance indicators for each of its four key results areas: leadership, productive work force, sustainable work force and enabling environment.* *The Agency plans to review the HR Strategy on an annual basis and develop and implement monitoring mechanisms to ensure that key results are achieved. The strategy suggests using a variety of information and assessment tools in assessing progress (eg., business plans, human resources plans, special studies, working groups, leadership teams, employee surveys, human resources information system for demographic data, training and development reports, program evaluation reports, upward feedback, audit and evaluation reports).* *The Strategy also identifies expected short-term achievements and performance indicators for each of the actions to be undertaken for the 1998-99 time period.*
Ongoing Employee Driven Process:	*In the Spring of 1998, MC surveyed all of its employees to determine their level of satisfaction with the current work environment. Results of the survey, with recommendations from the Work Environment Team, were tabled at the December 1998 meeting of the Senior Management Team. By June 1999, MC will implement an ongoing employee driven process to promote innovation, teamwork, a sense of pride in the organization, communications, and continuous improvement.*

Appendix H

PMP Progress Report
Communications Research Centre Analysis

Feb. 11/99

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
47. CRC Scientific Interchange - Implement opportunities for research scientists and engineers to work in the private sector or other government laboratories to retain (and possibly attract) the best and the brightest.	*Carol Brooks, Director HR* *Andre Vincent, Research Manager, Advanced Video Systems* *Richard Lachapelle, Re-engineering and New Initiatives Officer, HR* *Date: Dec. 9/98*	*The pace of technological change, increased competitive pressures and the globalization of markets and technology, combined with the costs and risks of developing new products and services, have led CRC to seek new practices in establishing research partners in government, industry, academic institutes in Canada and around the world.* *CRC was one of the key players in challenging and obtaining changes to the Interchange Canada Program and it's guidelines for foreign interchange.* *CRC is also establishing links with the Indian and Chinese governments to negotiate collaborative research endeavors with possible interchange of scientists.*	*As part of CRC's commitment to developing partnerships with private and academic institutions and the CRC's need to establish cooperative research agreements, the Interchange Program has proven to be a good management practice. This tool has also provided the CRC with a mechanism for maintaining collaborative networks. The career development opportunities are unlimited.* *To date, CRC has had 11 official interchange agreements with various organizations and universities in the Netherlands, Tokyo, France, Bulgaria, England, etc.* .	*CRC reports that it possesses excellent, and in many areas world class expertise and facilities, and is therefore attractive to researchers. However, in our "hot" market it can be difficult to find people at a price CRC can afford. It is also difficult to find organizations which offer equal or better research environments to our scientists.*

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48. CRC Competency Profiles - identify competency profiles for families of S&T positions in CRC as a cornerstone for career planning and recruitment programs.	*Carol Brooks, Director HR* *Andre Vincent, Research Manager, Advanced Video Systems* *Richard Lachapelle, Re-engineering and New Initiatives Officer, HR* *Date: Dec. 9/98*	*Competencies have been used for sometime at CRC; these were in the guise of "qualifications" or assessment tools such as those used in the RES (Research Scientists) promotion criteria. Since the introduction of "true" competencies into the Public Service, the CRC, with the S&T community has followed their development to the point that the CRC has now incorporated the terminology into its everyday jargon.*	*The CRC had drafted (3rd draft) competencies for its second highest level of management, the VP's. However, with the introduction of the S&T initiatives and the establishment of an S&T working committee on Management Development, the CRC competency work took a back burner. The CRC committed two of its staff to participate on an interdepartmental S&T working committee that has just recently released a full document entitled "S&T Management Development Program Competency Development Significance" (core competency reference document).*	*For the CRC, the transition to the "competency world" has been difficult. However, an understanding and appreciation of the competency approach has been developed and the work done by the Federal S&T community has provided CRC with the impetus to initiate the development of competencies.* *Although the CRC has not yet accepted the final product, it is felt that the work done by the interdepartmental Management Development Committee has established an excellent working tool. S&T departments have been advised to review the draft for possible implementation. The proposed competencies have recently been tabled for review by the Senior S&T Interdepartmental Steering Committee.*

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Initiatives Identified in PMP Annex C	*Contact(s)*	*What activities have been undertaken to-date in implementing this initiative?*	*What results have been achieved to-date?*	*Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?*
49. CRC Career Development / Succession Planning - Implement a career development/succession planning program for families of S&T positions in CRC	*Carol Brooks, Director HR* *Andre Vincent, Research Manager, Advanced Video Systems* *Richard Lachapelle, Re-engineering and New Initiatives Officer, HR* *Date: Dec. 9/98*	*For its scientific population CRC intends to use competencies developed by the Interdepartmental S&T Management Development Team to help in the development/training of our future leaders. CRC anticipates that these competencies will also be used as part of the appraisal process.*	*CRC has taken two paths to attain this objective.* *For its senior manager VP positions it is using the results of an EX competition to identify the strengths and weaknessas of EX candidates and will develop personalized training plans based on the results of the assessment tools.* *For middle management, CRC will be presenting the competencies to middle managers and establishing focus groups as well as a committee to develop training guidelines for middle managers.*	

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in Implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
50. CRC Rewards and Recognition Program - implement program geared to special elements of families of S&T positions	Carol Brooks, Director HR Andre Vincent, Research Manager, Advanced Video Systems Richard Lachapelle, Re-engineering and New Initiatives Officer, HR Date: Dec. 9/98	CRC has a rewards and recognition program in place which is based on IC guidelines. In 1999/2000, the CRC will undertake a complete review, analysis and implementation of a successful and meaningful appraisal process.	In November 1998 a special reception was held to honour 57 current and former CRC researchers. The total value of the awards distributed through the Awards to Inventors Program was $312,000. In 1998, inventors received 25% of the IP revenues - up from 15% received previously.	CRC identified three main barriers: Private sector relativity (makes it difficult for CRC to keep pace with private sector incentives). Restrictive government policies. Available $.

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Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
51. CRC Performance Management Program - Implement program with standardized performance objectives, generic work descriptions/jobbing and statement of qualifications for families of S&T positions	Carol Brooks, Director HR Andre Vincent, Research Manager, Advanced Video Systems Richard Lachapelle, Re-engineering and New Initiatives Officer, HR Date: Dec. 9/98	Performance appraisals are done annually.	After preliminary discussions with employees, supervisors and senior managers, it was felt that the appraisal process and the awards system needs to be revised. The number of completed appraisals has dropped over the years due to the lack of meaningfulness and the bureaucratic approach. In 1999/2000, CRC HR Division has been tasked with the development of a meaningful appraisal and rewards process.	Barriers include: Cynicism, manager participation, award money, government policy in the area of awards and performance pay.
66. CRC "Men and Women Working in Partnership" - implement program to improve communications and teamwork	Carol Brooks, Director HR Andre Vincent, Research Manager, Advanced Video Systems Richard Lachapelle, Re-engineering and New Initiatives Officer, HR Date: Dec. 9/98	This two-day session has been offered to staff.	Since the inception of the course over 50 CRC managerial/supervisory employees have attended the training. It is anticipated that the remainder of CRC managers/supervisors will attend the upcoming courses.	

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Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
67. CRC "Women in Science" - support the Women in Science Committee (CRC)	Carol Brooks, Director HR Andre Vincent, Research Manager, Advanced Video Systems Richard Lachapelle, Re-engineering and New Initiatives Officer, HR Date: Dec. 9/98	Of the original 30 recommendations 17 have been resolved. Senior management is reviewing the remaining recommendations.	The Chair of the CRC Women in Science Committee is participating on an interdepartmental committee as part of the federal S&T community. CRC management has and will continue to support this committee.	Barriers include: Salaries to attract women to CRC. Number of female graduates.

B: Other PMP Initiatives undertaken by Sector	
Employee Survey Results:	On April 23, 1998 the President presented to all staff a brief overview of IC's Employee Survey Results, his views and actions that CRC will undertake to ensure corrective measures are implemented. His presentation outlined a number of actions that have been taken including making representations to Central Agencies concerning HR issues.
Roles and Responsibilities for PMP:	A number of new structures have been put in place within CRC. Representatives from the Employee Advisory Committee participate on the CRC Management Committee, as well a special HR Committee of senior management and the Director of HR to address HR planning and other issues. The Federal government's S&T Review was instrumental in the creation of a CRC team environment that will assist in maintaining CRC's global recognition and meeting the government's objectives in areas of: - establishing partnerships and networks; - job creation, economic growth, quality of life and the advancement of knowledge; - better governance of the S&T effort; and - positioning Canada competitively. CRC is part of the UCS development team for scientific staff.
Monitoring and Reporting Progress:	CRC operates as an SOA and has an Instrument of Delegation of Human Resources Authorities and a MOU with IC Corporate HR, which pertains to the delegated authorities and negotiated services. CRC will be seeking, based on the People Management Initiative and its Institute status, further flexibilities from both the department and central agencies. The IC People Management Initiative has provided the CRC with the impetus needed to accelerate the CRC's rejuvenation agenda and the momentum to embark on other challenges that should increase our leadership capabilities.
Barriers/Challenges:	CRC continues to face the challenges of today's S&T environment, in particular, the recruitment and retention of a highly skilled and specialized workforce. Although this government has acknowledged, in several forums, the shortage of specialized/technical workforce, it has yet to establish mechanisms to facilitate the recruitment and retention in this competitive industry. Therefore, CRC has become pro-active in its recruitment and retention initiatives by working with several S&T departments in defining and implementing several of the Auditor General recommendations found in the 1994 report and establishing collaborative initiatives with the private sector.

Appendix I

PMP Progress Report
Competition Bureau Analysis

Feb. 2/99

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
35. Competition Bureau Rotation Policy - promote a versatile well-rounded workforce by formalizing a process for rotation of staff between Branches of the Competition Bureau. Initiative to be realized in short-term (In progress)	Robert Morin and Pierrette Lafreniere Dec. 17, 1998	A Rotation Policy was created in 1993. The Competition Bureau has just finished its third rotation. The Bureau's approach seeks to balance the individual's need for career development and job satisfaction with the branch's need for a certain mix of skills and capabilities, and the Bureau's need for a versatile, flexible, well-rounded work force which enables the Bureau to respond quickly to case and other operational requirements.	An evaluation survey is conducted after each rotation through a consultant. Twenty people were moved in the most recent rotation. Rotations have involved all "CO" levels. Next rotation planned for year 2000, the Bureau would like to open it up to more types of positions. Rotation is also an opportunity for employees to identify if they are interested to participate in interchange and assignments outside the Bureau.	Any concerns identified through the evaluation process are viewed as opportunities for improvement.

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Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
36. Competition Bureau Strategic Training Plan - a 3-year rolling plan to identify and provide training in technical, professional and operational skills required for successful performance in the sector by staff at all levels. Initiative to be realized in short-term (in progress).	Robert Morin and Pierrette Lafreniere Dec. 17, 1998	The Competition Bureau has a Strategic Training Plan as well as an Enforcement Policy Plan. Both committees are chaired by the same individual. This has been a useful approach to ensure that training reflects Bureau needs.	In addition to the training plan, the Competition Bureau has other staff development initiatives such as its own support staff development program and participates in the interchange and university recruitment programs. The Competition Bureau has an on-going relationship with Australia, some legal firms and the Canadian Bar Association through the interchange program.	The greatest barrier with respect to staff training is time and money. The Competition Bureau has a French Language Trainer on staff to provide language training to EX's and CO3's. This has been very effective approach.

B: Other Initiatives undertaken by Sector	
Employee Survey Results:	The Competition Bureau indicated that there were no surprises for the organization from the results of the EC Employer of Choice Survey. One of the key initiatives to be initiated in early 1999 is a series of Middle Manager Forums for Professionals. The facilitated sessions will focus on clarifying issues from the perspective of middle managers and to support continuous learning. The results of these forums will be used to develop further human resource plans for the Competition Bureau. It is anticipated that recommendations related to training, recognition, and acting pay (among other things) will be developed as a result.

B: Other Initiatives undertaken by Sector	
Roles and Responsibilities for PMP:	The Competition Bureau has other initiatives supported by Internal Champions : language training, career development for Senior Professionals, Support Staff Development and Interchange. Four workshops on career development will be held to provide information and tools to develop senior professionals' career strategy. The implementation of the Support Staff Development program was officially announced to all CB employees in December. Branches are putting together proposals which will be part of this initiative. Work descriptions and organization are being looked at. Specific training will be identified for employees who will participate in the program. The Bureau Orientation Program is being revamped and more emphasis will be given to the mentor program to facilitate insertion of new employees in the Bureau. The Human Resources Team is developing a one-day training session for all managers on how to deal with poor performance. This is one of the item that came up from the employee survey. Media Training is also being offered to employees who are the designated spokespersons for their Branch. It will take place before March 31st.
Monitoring and Reporting Progress:	The Bureau Training Committee is responsible for specific training areas and sub-groups have been created to manage the various activities and report results to BTC who in turn submit to BXC accomplishments of whole sub-groups.
Barriers/Challenges:	Money could be one of the barriers that would prevent the pursuit of some of these initiatives. Time is another factor that could influence the presentation of workshops. Being able to find trainers to present the workshops in both official languages could also be a barrier as well as finding facilities for the group.

Appendix J

PMP Progress Report
Corporate and Management Services

Feb. 11/99

A: Progress Report on Implementation of PMP Action Plan				
Initiatives Identified in PMP Annex C	Contact(s)	What activities have been undertaken to-date in implementing this initiative?	What results have been achieved to-date?	Are there any areas of concern, barriers or challenges which could impact on the successful implementation of this initiative?
52. Comptroller's Branch - "Back to Basics" - undertake an analysis of current challenges in providing financial services to a vastly restructured IC, and position the Branch to effectively provide service in the new departmental context	Name: Kim Butler Position: Director, Revenues Policy and Costs Directorate Date: December, 1998	Inward review undertaken in 1996 primarily as a response to Branch's 25% reduction. The Branch assessed the expectations of its new stakeholders (clients and employees), it took stock by reviewing observations of previous audits and by comparing its performance against other financial organizations in the public and private sectors through a bench marking exercise.	Implementation of IFMS on April 1 and client service training for all Branch staff during 1997-98. Initiative per se is complete	
53. Finance 2000 - informed assessment of emerging trends and future challenges to establish a new organizational framework for the Comptroller's Branch	Name: Kim Butler Position: Director, Revenues Policy and Costs Directorate Date: December , 1998	An assessment of emerging trends and a view on future challenges and opportunities, along with a proposed organizational framework for the Comptroller's Branch of the 21st century.	Branch has better understanding of its environment (both challenges and opportunities) which is used in preparing Branch priorities. The Branch has put in place a Training and Development Strategy for its employees and developed an approach to promote modern comptrollership in IC through corporate training plan.	The implementation of IFMS has required a substantial investment of Branch resources, both human and financial. Given its critical stage, the Branch Management team has agreed not to consider any organizational changes at this time, but is committed to reviewing the recommendations once the system is more stable.

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54. HRB Core Competency Project - assess future HR management needs of IC within the context of organizational directions eg "Employer of Choice" and leading edge HR practise and determine current and future competencies required for HR professionals.	Michelle Henchiri Manager, Corporate Training and Renewal, HRB Date: Dec. 1/ 98	A Competency Based Management training program was developed and is available for use within the Department.	The initiative is on-hold for now.	Resources and the federal Universal Classification System initiative.
55. Human Resources Branch - Corporate Partnering (project plan under development)	Name: Position: Date:	Several contacts were made but no information was available.		
56. Chief Information Officer - CS Bridging Program - to provide CS officer career path to target groups of clerical staff	Name: Peter St. Germain Position: Director, Computing Development & Operations Date: 25 Jan 99	Two one-year programs were run from September '95 to August '96 and from September '96 to August '97. Candidates were selected through a competitive process. Training included 6 months classroom and 6 months on the job. A CS 1 competition was held at the end of the year.	Fourteen graduates went into CIO LAN Administration (7 in 1996, 7 in 1997). All graduates are now at the CS 2 level and are valuable members of the IC CS community. A formal evaluation was done for the Public Service Commission.	None. Both programs ran well and achieved the expected results. Do not expect any barriers to the 3rd iteration in 1999/2000.

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57. Audit and Evaluation Branch - Baseline Assessment of Workforce Renewal (project plan under development)	Pete Pharand Audit and Evaluation Branch Date: Jan. 14/99	This initiative is referred to as the Progress Review of the People Management Plan.	Results will be presented in March, 1999.	
75. Communications Branch - use Co-op student hirings as a means to prepare potential university entrants to Communications Programs by giving them hands-on PS experience.	Lorna Cunningham-Rushton, Manager, Manager, Corporate Communications, Communications Branch Jan./99	This initiative was undertaken to encourage those students found to be outstanding to return to IC.	Approximately 5 have been hired as a result of this initiative. The initiative will continue.	None reported.

Appendix K

List of Interviewees

La Relève - The Leadership Network
Glen Bloodworth, Director, Corporate Projects, Coordination and Liaison
Serge Latrémouille, Senior Advisor, Corporate Projects, Coordination and Liaison

Spectrun, Information Technologies and Telecommunications
Mary Frances Laughton, Chief, Assistive Devices Industry Office

Human Resources Branch
Vinita Watson, Director General, Human Resources Branch
Michelle Henchiri, Manager, Corporate Training and Renewal
Beth Walker, Director, Executive Group Services
Léo-Paul Brousseau, former Manager, Resourcing, Career Planning, and Employee Assistance Program
Suzanne Gervais, Manager, Employee Services and Programs

Industry Sector
John Banigan, Assistant Deputy Minister
John Mihalus, Director and Manager, Advanced Materials, Chemicals and Plastics Branch
Lynne Lapointe, Human Resources Development Officer

Industry Science Policy
Danielle Bouvet, Director, Intellectual Property Policy

Operations
Bruce Drake, Executive Director, Pacific Region
Glenn Fields, Regional Executive Director, Prairies & Northwest Territories
Colette Soulodre, Acting Director, Strategic and Financial Planning Directorate
Yvon Boucher, Manager, Transition Team, Strategic and Financial Planning Directorate
Andrew Coombs, Implementation Manager, People Strategy, Sector Team
Keith Anderson, Broadcast Engineer, Spectrum, Moncton, NB
Louise Lebfevre, Human Resources Advisor, Quebec Region

Chief Information Office
Peter St. Germain, Director, Computing Development and Operations

Communications Branch
Lorna Cunningham-Rushton, Manager, Corporate Communications, Communications Branch

Canadian Intellectual Properties Office
Terry Rudeen, Manager HR Operations, Canadian Intellectual Property Office

Competition Bureau
Robert Morin, Deputy Commissioner of Competition, Compliance and Operations Branch
Pierrette Lafreniere, Coordinator, Access to Information and Privacy Requests

Comptroller's Branch
Kim Butler, Director, Revenues Policy and Costs Directorate

Communications Research Centre
Carol Brooks, Director Human Resources
André Vincent, Research Manager, Advanced Video Systems
Richard Lachapelle, Re-engineering and New Initiatives Officer

Measurement Canada
Alan Johnston, President

Women's Bureau
Francine L'Espérance, Director, Women's Bureau